



Fight for
AMERICA

2020 Annual Report

*Building
an America
where freedom,
opportunity,
prosperity,
and civil society
flourish.*

FIGHT FOR AMERICA
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A Message From Our Leadership

To be a conservative at this moment should give you an immense feeling of pride.

Looking back at 2020, it is stunning to see how many of The Heritage Foundation's ideas were embraced—by members of Congress, by the administration, and by allied think tanks and grassroots leaders across America and around the world.

Conservative solutions have proven across time and place to be the only way to ensure the survival of our nation and see us through challenging events like the ones we faced in 2020.

Think about the COVID-19 pandemic. Americans are faring better in states where policymakers have followed Heritage's recommendations

See more

→ Also available online at www.heritage.org/annualreport

Heritage by the Numbers



The Heritage Foundation was ranked in the **University of Pennsylvania's Global Go-To Think Tank Index** as:

#1

For impact on public policy

#1

For best use of social media and the internet

The Heritage Foundation also rose **four spots** in the **Best Managed Think Tanks** category.

Heritage influenced **78 policies** within Congress and the administration:

15

Executive orders



7

Proposed rules

20

Final rules

35

Memoranda and orders of guidance

1

Bill that passed both chambers of Congress



More than **half** of the newly elected members of the **117th Congress** attended **Heritage's New Member Orientation**.

Heritage experts met with more than **200 dignitaries** representing **70 different embassies**.



We had **3,599 interactions with Congress and administration officials**—increasing our engagement by **25%** from the previous year. Heritage held:

154

Meetings with congressional staff



62

Candidate briefings

94

Working groups and fellowship events on Capitol Hill

55

Meetings with members of Congress

89

Meetings with executive branch officials

54

Events with remarks by government leaders



and not imposed sweeping COVID-19 lockdowns, but rather used data to determine whether and where such rash measures are even necessary.

People and economies are doing better where elected officials have allowed society to remain open with proper safety measures, where they've recognized citizens' rights to earn a living, and where kids have been able to go to school in person or choose flexible learning options.

Our nation also wrestled with civil unrest in 2020, racial tension, and an unprecedented election plagued by allegations of fraud. The conservative solutions to these problems are clear. They're written in our nation's laws and the Constitution: Allow the peaceful exercise of free speech, treat all Americans equally under the law, bring to justice those who commit crimes, and allow states to implement common-sense measures to verify that every *legal* vote counts.

By contrast, every time one of the left's misguided policies comes into play—whether it's all-mail voting or defunding police departments—the result is disaster.

If we are to see our way through this period as a

nation—and we will—it will be because conservatives were able to come together as a movement, break through the deception and the hostility of the left, speak directly to the American people, and put our policies in place.

This is what your support has and will continue to accomplish.

What you will read about today is how you put conservative solutions at the forefront of the national debate in 2020, through the vast and unmatched efforts of The Heritage Foundation, Heritage Action for America, and The Daily Signal. This report looks back at the battles we fought and the gains we made.

In 2020, the questions and challenges were new; the way to answer them was not. As we always do, Heritage looked to conservatism's True North principles for guidance. True North is an orientation based on the Constitution and America's founding principles of liberty.

Some of our achievements in 2020 will last for decades—like the confirmation of Supreme Court Justice Amy Coney Barrett and the massive infrastructure of conservative youth we trained through our Young Leaders Program.

“Conservative solutions have proven across time and place to be the only way to ensure the survival of our nation.”



Heritage Explains podcast hosts Michelle Cordero (left) and Tim Doescher (right) recorded remotely from their closets.

We also exposed identity politics and critical race theory run amok in our federal government, the media, the entertainment industry, and our educational system. In a year when it was clear that the corporate world had gone “woke,” we countered the left’s influence in corporate America through new partnerships and fearless investigative reporting.

We also added more Americans to our ranks—from the very same communities the left has staked their claims on for decades: women, minorities, and young people.

We fought to strengthen the security and integrity of our election system as

the left sought to corrupt it, and we were one of the first and only groups to sound the alarm against all-mail voting and other fraud-prone “reforms” pushed during the pandemic.

We helped guide a great rebuilding and modernization of the American military, strong American leadership, and a thriving economy. We helped the administration and state leaders spur a dynamic and effective response to COVID-19, with the development of a vaccine in record time. We launched our Fight for America campaign to encourage civic involvement at a time when every vote counted.

Quite simply, we showcased the power of ideas.

We did all this—and more—with a virtual workforce.

While some nonprofits weren’t able to weather the COVID-19 pandemic, reducing their operations and even closing up shop, we expanded our operations by reprioritizing our *existing* resources. We activated our Enterprise Risk Management team and found a way to position our workforce to work almost entirely remotely. We did this while having maximum influence. We also helped employees made vulnerable by the pandemic and even supported law

enforcement and doctors in the Washington, D.C., metro area. And we doubled down on our efforts to shape policy, and it showed.

Heritage did so well, in fact, that throughout the year, we lent our strength and guidance to *other* conservative organizations. We offered trainings, webinars, and support to help them stay strong during the pandemic. We conducted more than 60 one-on-one consultations on programming, fundraising, strategy, and management.

We also began a special effort to provide support and opportunities to former Trump administration officials—highly skilled and principled conservatives who now face blacklisting from the left. This led to some exciting new Heritage team members in 2021: former Vice President Mike Pence; Chad Wolf and Ken Cuccinelli, former secretary and deputy secretary of the Department of Homeland Security; former Acting Commissioner of U.S. Customs and Border Protection Mark Morgan; and former Secretary of Veterans Affairs Robert Wilkie.

This is what leadership of the movement looks like, and it is *why* your support always resonates farther than just Heritage. This would not have been possible without



you and your fellow Heritage members.

As we write, many conservatives feel defeated and anxious about the future. When you read this recap of the year, we think you'll be reassured about our odds of reclaiming this country. The Heritage Foundation is more influential than we have ever been—ranked No. 1 in the world among think tanks in terms of policy impact and No. 1 in the world for use of social media and the internet, where the battle for the hearts and minds of the American people is being fought.

Heritage experts immediately planted the

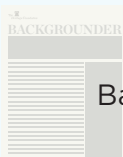
Heritage Vice President of Communications Rob Bluey joins a media interview from his living room turned home studio.

Speaking With One Voice: By the Numbers

In 2020, we published:

21
Special Reports

21
Legal Memoranda



112
Backgrounders

112
Issue Briefs

Online, Heritage made quite an impression in 2020:

678,000
Heritage
Twitter followers

2.94 million
Heritage
Facebook fans



68.8 million
Heritage and Daily Signal
website visits

46.9 million
Video views
on YouTube

Our email audience grew:

223,266
Subscribers to
The Agenda,
Heritage's
weekly email



401,072
Subscribers to
The Daily Signal's
Morning Bell
daily email



Our experts were in high demand:

18
Congressional
testimonies

1,711
Commentaries placed
in major publications



1,165
Television
interviews

3,426
Radio
interviews

Heritage produced 10 podcasts:

3.52 million
Cumulative podcast listens

- Heritage Explains SCOTUS 101
- Heritage Events
- The Daily Signal Podcast
- Problematic Women
- Right Side of History
- Millennial Myths
- COVID and the Classroom
- China Uncovered
- Perspectives



More than half a million members made all this possible. Thank you!

flag against the Biden administration's harmful agenda. Heritage is fighting reckless immigration policies, job-killing energy and environmental policies, dangerous intentions for the Iran Deal and other international treaties, and the embrace of identity politics and transgender ideology. We are going to work with our many allies in Congress and in the conservative movement, educate the American people about the good and bad of these policies, and fight like never before for the country we love.

It bears repeating: The Heritage Foundation is a permanent institution. One election can't wipe out the truth of conservative ideas.

Nothing—we repeat *nothing*—has diminished the validity of America's founding principles, the U.S. Constitution, or the movement that upholds them. Conservatism is the modern iteration of these principles, but it's something more: It's the defense policy and foreign policy that won the Cold War, it's the work ethic that built the world's most powerful economy, and it's the bravery and sacrifice of those who came before us to fight for the Founders' vision. It's the way in which, even today, millions of Americans are raising their children with traditional morals, values, and responsibilities.

Conservatism is the American spirit—and it's bigger, stronger, and more enduring than anything the

left has ever seen. We're fighting for the American identity and for the legacy our parents and grandparents left us—and it's that understanding that keeps us anchored in our beliefs. We're fighting for America, and now, more than ever, we must thank you who make The Heritage Foundation possible.

The year 2021 will be a trial, but just like any trial that God allows in our path, this one can make us even stronger, more unified, and clearer about our beliefs. Thank you for your courage, for your support even in these difficult economic times, and for your unwavering dedication to fight for America and for the kind of future that we all want to leave to our children and grandchildren.

All the Best,



Kay C. James
President



Barb Van Andel-Gaby
Chairman



*Fighting
for the
Constitution*

Defending Our Republic and Rights

The constitutional system established by the Founders ensures your liberty and makes it so that no single election, no violent political movement, and no pandemic can destroy our republic. In 2020, The Heritage Foundation vigorously defended the Constitution and the values and institutions that make us one nation, under God, indivisible, with liberty and justice for all.

Election Integrity

The Heritage Foundation has a dedicated, ongoing program to defend the integrity of elections and expose voter fraud—and our fight for election integrity has just begun.

Politicians and media pundits tried to silence questions surrounding the integrity of the 2020 elections and the possibility of voter fraud—but the voices of our experts broke through. We shined a light on the reality of voter fraud and warned the public of the many ways mail-in voting can corrupt an election, such as ballot harvesting, fraudulent voting, and error.

As we drove the counter-narrative, **Heritage's Election Fraud Database became the most visited site** on

heritage.org, with more than 4 million page views. Our database now features **1,311 proven instances of fraud** from **47 states**. We added 67 cases to the database in 2020. The Election Fraud Database was used by journalists, activists, and even President Donald Trump himself.

You can find more voter fraud information in the database at heritage.org/voterfraud.

Our legal experts spread the truth far and wide, conducting 750 radio, TV, and podcast interviews.

We also helped thwart early attempts by leftists to force mail-in voting on the whole country. We stood with allied organizations and conservative lawmakers in opposition to an early iteration of the \$2 trillion CARES (Coronavirus Aid, Relief, and Economic Security) Act that contained a provision that would have required states to use all-mail elections, starting with the general election in November, and thus would have forced states to allow vote harvesting. That iteration of the CARES Act, and a bill with similar provisions, failed.

The stories of fraud across the country were deeply

Your Impact on Election Integrity

- **4.3 million online views** of our Election Fraud Database made it the No. 1 most-visited site on heritage.org.
- **Our experts conducted 750 media interviews** on election issues.
- **We convened state secretaries of state** and other officials to help prevent election fraud and error.
- **Allies across the country** used Heritage research to oppose fraud-prone election policies, D.C. statehood, and the National Popular Vote movement.
- **Heritage Action deployed more than 100 lawyers** to key states to ensure that poll workers were allowed access to polling places to monitor vote counts.



Senior Legal Fellow Hans von Spakovsky, arguably Heritage’s most notable voice on election integrity, conducts an interview with Newsmax from his home office in December.

troubling; Americans should be able to trust the results of a free and fair election.

The Heritage Foundation went all out to protect the security of the 2020 elections. In addition to our work on the Election Fraud Database and in the media, our scholars collaborated directly with state government leaders to prevent voter fraud. We conducted two briefings of conservative state secretaries of state to discuss legislation and litigation related to elections.

We sketched out a plan to achieve reforms in the states that will combat election fraud and error. Our work includes:

- A **State Election Integrity Index**, which will grade each state on the security of its elections,

- **State-based lobbying** by Heritage Action for America using our election index as a guide,
- A full-court press against the **National Popular Vote** movement, the federal takeover of elections, and D.C. statehood.

In 2021, we’re dramatically ramping up our work in the states to achieve reforms that will make elections secure.

The Electoral College

Heritage was also at the forefront of defending the Electoral College. Our ongoing commentaries, videos, and reports explained why the Electoral College is important and how it prevents mob rule and protects states’ unique interests.

In 2020, we created an easy-to-understand booklet, **“The Essential Electoral College,”** and distributed more than 10,000 copies to state legislators, influencers, activists, academics, and student groups in all 50 states. Forty partner organizations endorsed it. The booklet—and our published research on mail-in ballots and voter fraud—were made available to citizens and groups upon their request regardless of political affiliation. These included thousands of candidates and campaign workers from across the political spectrum,

party leadership, and Heritage members. It is available at heritage.org/electoralcollege.

Heritage Action: At the Polls and Project 2020

Heritage Action for America, a 501(c)4 organization, can go where The Heritage Foundation cannot. In 2020, Heritage Action deployed more than 100 lawyers to **Arizona, Georgia, Michigan, Pennsylvania, and Wisconsin** to ensure that poll workers were allowed access to polling places to monitor vote counting after Election Day. Hundreds of Heritage Action's elite Sentinels also volunteered as poll workers. As Heritage Action's grassroots Sentinel network grows, these types of efforts will become larger and more effective.

Heritage Action began laying the groundwork for an expanding conservative coalition across the nation with Project 2020: A Conservative Agenda for 2020 and Beyond. Heritage Action has long recognized the value of a long-term, grassroots infrastructure to drive get-out-the-vote efforts and policy persuasion in furthering the conservative policy agenda, and 2020 was no exception.

Heritage Action ran an aggressive ground game throughout the summer and fall in the lead-up to Election

HERITAGE MEMBER SPOTLIGHT

Meet President's Club Member Néstor T. Carbonell, Former PepsiCo Executive

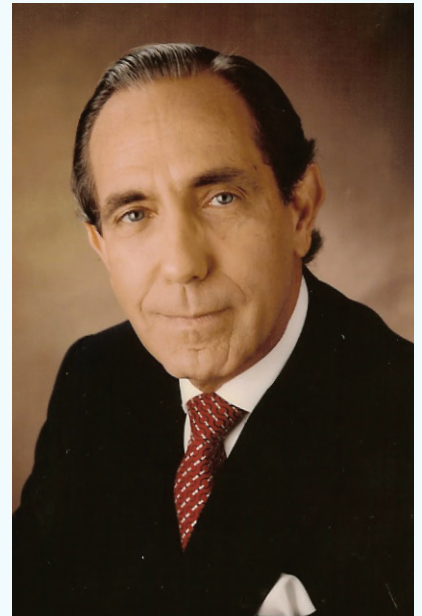
When Néstor T. Carbonell, born in Cuba, was attending high school in Florida, he participated in an essay contest: "What the Bill of Rights Means to Me."

To say this had a lasting impact on him is an understatement. After Carbonell returned to Havana with a Harvard LLM degree, he advocated for the principles enshrined in the Bill of Rights, which were quashed by the communist Castro regime.

Exiled in 1960, Carbonell participated in the Bay of Pigs invasion, rebuilt his life, and pursued a corporate career in the United States, which has been his home ever since.

Today, Carbonell writes about the looming threats of hostile powers. His latest book is titled "Why Cuba Matters: New Threats in America's Backyard." It recounts how the Castro regime deceived and subjugated the Cuban people, and how it continues to endanger peace and security in the Americas in collusion with Russia, China, and Venezuela.

Carbonell says he supports Heritage because it has always stood for—and fought for—the Constitution, limited government, and freedom under the rule of law. "Those have been my battles from a very young age."



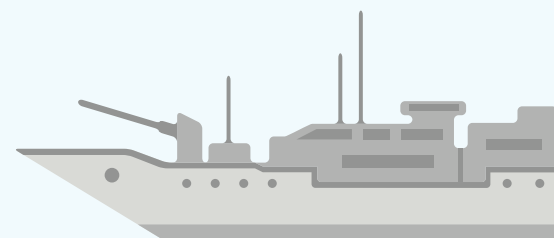
Néstor T. Carbonell is an author, business leader, and political exile from Cuba who has dedicated his life to defending principles of personal liberty and limited government.

National Defense and Foreign Policy

- Heritage released the seventh annual **“Index of U.S. Military Strength”**—the only nongovernmental, annual measurement of the U.S. military’s “hard power” and the global operating environment. It is difficult to overstate the high regard in which the Index is held by lawmakers on Capitol Hill. For many, it is required reading. The numbers bear this out. The website for the 2021 Index gained more than **75,000** visits during just its first week, and 800 copies were sent to members of Congress, their staffs, and key thought leaders. The theme of the 2021 Index is the current great power competition that exists between the U.S., China, and Russia—making it an indispensable tool for leaders of all political persuasions in the year ahead.
- Heritage helped shape a **bill that directs the president to impose sanctions and export restrictions** in response to China’s mistreatment of the Uyghurs, a predominantly Muslim ethnic group.
- Heritage directly influenced a formal determination by the Trump administration that the **Uyghurs** are victims of genocide.
- Thanks in part to Heritage **highlighting the risks of Chinese leadership** of the World Intellectual Property Organization (WIPO), the U.S. organized a successful campaign to defeat the Chinese candidate for the top leadership position at the WIPO.



- In May, the Trump administration **ended waivers** for Russian, Chinese, and European companies to work on selected Iranian nuclear sites, as Heritage had recommended.
- Heritage continued to guide not just the rebuilding of the military, but also a reimagining of the military to face 21st-century threats through its visionary **Rebuilding America’s Military Project**. In 2020, Heritage completed the report on the U.S. Navy. Our next report will be on the U.S. Space Force.
- Dozens of Heritage’s detailed recommendations were reflected in the **2021 National Defense Authorization Act**, such as enhanced cybersecurity and the establishment of a Pacific Deterrence Initiative to counter China’s influence in the Indo-Pacific.
- Heritage played an instrumental role in the United States’ commitment to partner in the **Three Seas Initiative**. This is a multinational effort to promote private sector investment in Eastern Europe as a means for countering Russian and Chinese influence and strengthening NATO.
- We promoted closer relations with India, with which the **U.S. signed a landmark intelligence-sharing agreement** in 2020—something Heritage has specifically advocated.





Day. Its team contacted more than 3.5 million swing voter households and spent over \$3.8 million in policy battleground states with a focus on policy persuasion, voter registration, and election integrity.

Heritage Action is building on this vital work in 2021, forming a conservative infrastructure based on common-sense, principled outlooks on the issues Americans care about: issues of culture, immigration, the future of work and education, and the economy.

A Supreme Victory

Heritage led the charge to see **Amy Coney Barrett** confirmed as the newest Supreme Court justice, ensuring that textualism and originalism will be strongly represented on the court for decades to come.

To muster support for Barrett, Heritage **recommended Barrett to President Trump** a month before her nomination, launched a digital campaign with a **citizens' petition** to demonstrate public support for her nomination, and rolled

Heritage Action Executive Director Jessica Anderson leads a coalition of Heritage Action Sentinels and other leading conservative organizations at a rally supporting Amy Coney Barrett's nomination to the Supreme Court.



Heritage’s “Perspectives” podcast brought together Senators Marsha Blackburn and Joni Ernst to reflect on Justice Amy Coney Barrett’s successful confirmation. Listeners can subscribe to “Perspectives” via Apple Podcasts, Spotify, iHeart, or their favorite podcast app.

out a **30-second TV ad of Barrett’s qualifications** on the Discovery Channel, Fox News, HGTV, and History.

Heritage Action for America was first to argue that Barrett’s confirmation hearing and vote should take place before the November 2020 election. To support her swift confirmation, Heritage Action launched a nationwide “Confirm Amy” campaign, drumming up popular support for Barrett among **1 million supporters** and **20,000 Sentinel activists**. The campaign included a six-figure direct mail and texting campaign urging senators to vote yes, a nine-city **“Confirm Amy” bus tour** in targeted states, and multiple press events and rallies in our nation’s capital.

The result: The Senate confirmed Barrett as a Supreme Court justice despite leftist leaders’ threats of violence and attempts to bully the lawmakers into delaying or denying her confirmation.

Court Packing

Leading up to Barrett’s confirmation, the left renewed its threats to retaliate by ending the legislative filibuster and packing the Supreme Court.

We called national attention to their shameless plan. Heritage experts warned lawmakers and the public of the danger of turning the Supreme Court into a super-legislature, insulated from the will of the people. Our legal experts are unmatched in their ability to break down such issues in understandable ways—and they are continuing to speak up against court packing in 2021.

Federal Judiciary

In 2020, we continued to highlight judiciary vacancies in federal district and appeals courts, advocating for a constitutionalist judiciary at every level. We shared information on judicial vacancies with the public through our online Judicial Appointment Tracker, which can be found at heritage.org/judicialtracker.

The Trump administration’s judicial appointments largely adhered to our guidance on the role of judges. They consistently pledged to put aside their personal views, to interpret the Constitution and statutes as written, and to apply the law impartially.

In 2020 alone, President Trump appointed four federal appeals court judges, 41 district court judges, one judge on the Court of International Trade, and one Supreme Court justice.

Fight for America Campaign

In the face of progressive and leftist leaders’ all-out assault on government and civil society, Heritage launched the Fight for America campaign.

Fight for America ignited national grassroots support for American values and institutions and mobilized opposition to the radical heights of the progressive left.

Perhaps the most memorable aspect of the Fight for America campaign was our four gripping 30-second TV ads, which were viewed by millions of Americans during the month of October.

The first took viewers on a “field trip” to North Korea and Venezuela, where socialism

has created misery for all. The second gave viewers a history lesson on the benefits of economic freedom. The third zoomed in on the rioting and mayhem in Portland, Oregon. The fourth showed strong support for now-Justice Amy Coney Barrett.

These ads appeared on the **Discovery Channel, Fox News, HGTV, and History**, and across the internet.

Citizen’s Guide to Fight for America

The best way to fight for America is to *vote* for America. In 2020, we put the focus on civic engagement, emphasizing how important it is for conservatives to be vocal about voting their principles—and to urge others to do the same.

At a time when many conservatives felt helpless and anxious about the 2020 elections, we gave them tangible actions—things they could do in a matter of minutes—to fight for the country they love.

Our online **Citizen’s Guide to Fight for America** gave Americans weekly action items for timely policy issues, talking points to help spread the message to family and friends, and guidance on how to write op-eds, influence local policy, and register others to vote. 📌

“Heritage Action for America was first to argue that Barrett’s confirmation hearing and vote should take place before the November 2020 election.”

*Fighting
for
Lives and
Livelihoods*

Rising to Meet Unprecedented Challenges

Who deserves credit for the development of a COVID-19 vaccine in less than a year? Or for America's remarkable economic resilience throughout the crisis?

It belongs to the innovators, the scientists, the doctors, and the many brave Americans on the front lines of the pandemic. And it belongs to you as a Heritage supporter.

The National Coronavirus Recovery Commission

The Trump administration and Congress *continually* looked to The Heritage Foundation and our National Coronavirus Recovery Commission in their response to COVID-19.

No other commission was focused equally on the public health and economic aspects of the crisis—or had the wide-ranging expertise to do it. The commission consisted of 17 nationally recognized experts in areas such as health care policy, disaster relief, education, business, and civil society.

Working with Heritage experts and a team of

medical professionals that we assembled to provide the best expert counsel, **the commission produced 265 recommendations.**

Our recommendations were delivered to Congress, the Trump administration, state governors, and other allies. We even shared the report with international allies. In June, the commission released its recommendations in a sweeping final report.

We reminded Americans that the battle against COVID-19 takes place at the state and local level, supported, not hindered, by federal government. It is here where common-sense public health measures can save lives. We discouraged broad-based lockdowns and emphasized outreach to the most vulnerable among us.

Instead, we outlined an “all-of-society approach” that activated officials at every level—federal, state, and local, along with economic, civil society, religious, diplomatic, military, homeland security, and national health leaders—to face the greatest challenge of our lifetime.

Your Impact on COVID-19

- **Heritage guidance on deregulation** and other actions in response to COVID-19 helped result in an effective vaccine in under a year.
- **Our National Coronavirus Recovery Commission** influenced 24 federal policy changes.
- **34 states** adopted the National Coronavirus Recovery Commission's top five recommendations for following the science and avoiding shutdowns.
- **States and the administration took action**, in line with our guidance, to give parents and students more education choices during the pandemic.
- Heritage experts made **139 national and international TV appearances** on important issues related to COVID-19.



Members of the Heritage-led National Coronavirus Recovery Commission conduct a weekly meeting over Zoom to develop strategies for an all-of-society approach to safely reopening America. The diverse commission, chaired by Heritage President Kay C. James, met over the course of 12 weeks—sharing its recommendations with government and civil society leaders in real time.

You can read the full report of 265 recommendations at coronaviruscommission.com

Developing Vaccines and Treatments

We recommended that the federal government prepurchase large quantities of vaccines. This would enable vaccine makers to build out their manufacturing capacity in advance of clinical trials.

In July, the Department of Health and Human Services announced a contract with Pfizer to purchase **100 million doses** of its vaccine. This was

followed by contracts for additional vaccines.

The Trump administration also adopted our recommendation to solicit and publicize state vaccination plans.

Cutting Red Tape and Regulations

We were behind the Trump administration’s wave of deregulation, which removed barriers to new tests and treatments. The administration also cut red tape to address America’s economic emergency. Agencies were ordered to rescind, modify, waive, or provide exemptions

from regulations and other requirements that slow businesses' ability to adapt to the pandemic.

We influenced the administration's deregulation of telemedicine, with these recommendations also being adopted by Congress. This resulted in Medicare patients being able to see doctors virtually across state lines and doctors having freer use of the internet to meet with patients. Heritage is working with Congress in 2021 to make sure these reforms are made permanent.

We called attention to the need to clear away regulatory barriers to rapid self-tests that can be done at home without a prescription. After a briefing from Heritage and Heritage Action for America, President Trump stated his decision to take a step toward rapid self-tests in an announcement in the Rose Garden. We continue to make the case for action on rapid self-tests to Congress and the current administration.

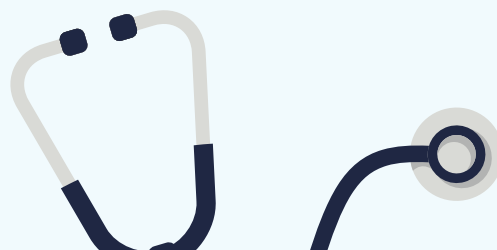
Helping America's Students

In 2020, we worked with state and local governments and with a coalition of education reform partners to put the focus back on kids. During a crisis like COVID-19 (and

2020 IMPACT

Health Care

- Heritage released **“No Choice, No Exit,”** the definitive critique of the left's health care plans—from Obamacare expansions to the public option to Medicare for All. The report will be instrumental in fighting government-run health care in 2021 and beyond.
- Heritage led on conservative health care reform with the **“Health Care Choices proposal.”** The plan was praised by the Wall Street Journal and Reuters; modeling by the Center for Health and Economy found that it would **lower premiums and increase access without a single additional dollar from taxpayers.**
- We produced the statement **“Moral Guidance on Prioritizing Care During a Pandemic,”** signed by 19 renowned professors and scholars representing health care, ethics, law, and psychology. It first appeared in Public Discourse magazine and was shared across academia.
- We urged and inspired multiple measures to clear away government barriers to **patients, doctors, and innovators working together** on care in the pandemic.
- We recommended regulatory relief to ensure that more Americans can access **telehealth services**—and we'll work in 2021 to make them permanent.
- We informed a final rule that **modernizes and clarifies Medicare regulations** so that physicians and other health care providers can better coordinate the care of the patients they serve.





The Commission's final report of 265 recommendations for all levels of government and civil society was released June 15, 2020, at an event hosted by the National Press Club featuring Secretary of Labor Eugene Scalia.

at any time), it makes sense to put dollars directly in the hands of families to pay for learning options that are the right fit for their children. Education savings accounts (ESAs) are especially important.

Because of our efforts:

- **Utah** enacted a state tax credit scholarship that allows children with special needs to attend a private school of their choice.
- **South Carolina** made its education funds under the CARES Act portable.
- **Oklahoma** used a portion of funding allocated through the

CARES Act to provide ESA-style accounts to families.

- The White House released an executive order permitting **Community Service Block Grant funds** to be used for ESA-style options for families that don't have access to in-person learning.

We were also there to provide curriculum, support, and ideas—like classical curriculum and community-based education co-ops or “pods” to help parents struggling to educate their children at home. We promoted our collection of the best online education programs to parents and teachers through a timely Curricula Resource Initiative, which can be found at heritage.org/curricula-resource-initiative.

Preventing State Bailouts

From the start, Congress wanted to give unrestricted funds—essentially, a blank check—to states under the pretext of COVID-19 relief. Fiscally irresponsible states that had mismanaged their budgets for years jumped at this opportunity.

Heritage blew the whistle. We launched a campaign

with Heritage Action, state think tanks, and allies across America to oppose state bailouts. Our letters, op-eds, and messaging reached Capitol Hill offices and changed the debate.

As a result, Congress refused to issue a blank check bailout to the states in 2020. In stopping that original \$900 billion bailout, we showed that the amount they were requesting was ridiculous—even by the left’s terms.

Federal Relief Packages

We pressed lawmakers to keep federal COVID-19 funding packages targeted and temporary—and to keep leftist priorities like abortion out. For example, we made sure that Hyde Amendment protections (preventing federal funding for elective abortions) didn’t make it into the final draft of the **Families First Coronavirus Response Act**.

We were especially involved in the **CARES Act**. CARES was far from perfect, but it was improved with our close involvement.

- Because of Heritage, CARES contained provisions that **kept workers connected to their employers**, such as business loans,

incentives to rehire workers, and delayed tax filings.

- We spotlighted attempts to sneak all-mail voting, same-day voter registration, and other fraud-prone reforms into the bill.
- We gave lie to the claim that Planned Parenthood was an “essential” business and **insisted that funding for the abortion giant not be part of CARES** and subsequent aid packages.
- We helped **prevent the extension of the \$600 per week unemployment** insurance benefits—a policy that gave unemployed workers more than they would have received from working.
- After working with Heritage, Reps. Ken Buck, R-Colo., and Ted Budd, R-N.C., introduced the **“Getting Americans Back to Work Act,”** which advances Heritage’s recommended legislative fixes to the problematic \$600 unemployment Insurance benefit.

“I spent the weekend perusing an early version of the [commission’s] report, and I’m going to be presenting it today to the coronavirus task force here at the White House.

—Vice President Mike Pence
to Heritage members, June 15, 2020

HERITAGE MEMBER SPOTLIGHT

Kathy Toms Follows Her Dreams Up North

Heritage Legacy Society Member Kathy Toms' life story is the embodiment of what is great about America: No matter where you start out, talent and determination will get you where you want to be.

Toms grew up in a single-parent home in California. She and her siblings moved frequently as her mom struggled to find affordable rentals. Her first job was at a local Taco Bell at age 16.

But Toms was gifted at math. It was only a matter of time before she was doing the bookkeeping at a custom van shop—*while still a senior in high school.*

After various twists and turns over the ensuing years, Toms ended up in the tiny town of Anchor Point, Alaska (population 1,930). She had \$1,200 in the bank, \$6,000 in savings, and no job.

But by then she had gained experience as a tax accountant, and she decided to use her experience to start Aurora Taxes. Within a few years, her bustling accounting firm was one of the biggest employers in the area.

When Toms started making her estate plans, The Heritage Foundation ended up on her shortlist of beneficiaries. "I started looking at my core values, and Heritage is fighting for them, and will be long after I'm gone."



Kathy Toms, shown here holding a King Salmon, moved to Alaska in the early 1990s.

Your Constitutional Rights

We stood up for what is essential during the pandemic and always: **your constitutional rights.** When governments started issuing orders to stay at home, close businesses, wear masks, and other mandates, we turned our attention to the legal and constitutional issues raised by these orders.

For example, while most states allowed gun stores to continue operating, some others deemed them “nonessential businesses” that must close. We made the case that being able to defend yourself is never more essential than during a time of scarcity and civil unrest. To support **Second Amendment** rights, throughout 2020, we cataloged and highlighted over **1,000 cases** of lawful, defensive gun use through our new, interactive Defensive Gun Use website.

Heritage also stood up for houses of worship to be treated the same as secular businesses and called attention when they were not. And we highlighted the role that faith-based institutions play in helping the needy, the sick, and

the vulnerable in their communities, arguing that government should make it easier—not harder—for these institutions to help their communities.

Our legal experts met with congressional and administration officials to talk about election concerns, ways state legislatures could curtail governors' shutdown powers, distribution of relief aid to states, China's role in the pandemic, and more.

Shaping the Media Narrative on COVID-19

Heritage dominated media coverage of COVID-19-related issues in 2020.

The media turned to Heritage's legal scholars **more than 70 times** for insights into the legal issues surrounding the pandemic. Heritage experts made **139 national and international TV appearances** on COVID-19. Our Feb. 20 "Heritage Explains" podcast episode on COVID-19 was our most popular of the year.

Preparing for Future Pandemics

In 2020, the entire Heritage team stepped up to the plate to face the greatest economic and public



health challenge of our time. They did it from home—many even did it with children around—and they did it with duty and determination.

We were confronted by an unprecedented challenge—and we assembled world-class expertise, providing reliable recommendations, a clear plan, solid research, and credibility that will help us defend America in the challenges ahead.

You can read an analysis promoting fiscal responsibility both during and after the pandemic in Heritage's compendium project "**COVID-19: Lessons Learned and Path Ahead,**" available at heritage.org/coronavirus. 📌

Heritage's biweekly "COVID and the Classroom" podcast empowers parents by keeping them up to date on national education policy and highlighting ways to fix America's broken education system. "COVID and the Classroom" is one of 10 Heritage podcasts with a combined reach of 3.5 million listeners.

*Fighting
for Our
History and
National
Identity*

A Voice of Reason in Chaos

In 2020, the media, leftist politicians, corporate America, and America's schools forced obedience to a new "woke" ideology that rejects America's founding principles as a relic of "white privilege" and dismisses America's institutions as fundamentally racist. Many Americans—under the spell of this false ideology—took to the streets in angry and often violent uprisings.

We revealed the ideology of those leading the uprisings. We called for law and order but also for respecting Americans' right to peaceful protest. We explained how the left was using identity politics and critical race theory to set the stage for socialism. And we partnered with new allies across the country to stop the infusion of anti-American sentiment and leftist ideology into our nation's schools.

Exposing Critical Race Theory

In September, the Trump administration instructed federal agencies to "cease and desist" from conducting taxpayer-funded employee training sessions based on critical race theory, in

which many were forced to confess their racism and "white privilege."

Critical race theory in the workplace is a problem that was well documented by Heritage in 2020. In July, for example, Heritage convened a panel event titled "Wokeism at Work: How 'Critical Theory' and Anti-Racism Training Divide America." The event kicked off a meaningful, strategy-focused conversation among conservative allies on how to stand up to critical race theory in the workplace.

The Biden administration was quick to restore the trainings via executive order, but to some extent, it's too late. The seeds of victory were planted: Millions of Americans now know that their tax dollars are paying for an unjust, divisive, punitive, ideological work environment for many Americans.

Critical race theory now permeates government, corporations, Hollywood, schools, and even the military. In 2020, we empowered people across America to stand up to critical race theory.

Allies across the country used our fact sheet on

Your Impact on Curriculum and Culture

- Our article "**The Agenda of Black Lives Matter Is Far Different From the Slogan,**" which appeared in the New York Post, was the No. 1 most read commentary on heritage.org, with **more than 1 million views.**
- The second most read paper on heritage.org was "**Three Nations That Tried Socialism and Rejected It.**"
- We sent our critique of the 1619 Project and our curriculum recommendations to **1,787 constituents, 27 governors, and 400 congressional staffers** who work on education policies.
- Heritage's Mayflower Compact webinar series was streamed to **more than 100 million viewers** of C-SPAN3's American History TV.

Fiscal Responsibility

- Heritage exposed and preempted a \$100 billion pension bailout scheme tucked into the legislation implementing the **U.S.-Mexico-Canada Agreement**.
- Heritage, working with allies and with Heritage Action for America, stopped unconditional state bailouts under the pretext of COVID-19, **saving taxpayers roughly \$900 billion** (the cost of Democrats' proposed bailout).
- **Rep. Jodey Arrington**, (R-Tex.) introduced the companion bill to Sen. Pat Toomey's ALIGN Act to make the Tax Cuts and Jobs Act's expensing provisions permanent—a key Heritage priority.
- **Rep. John Curtis'** (R-Utah) office introduced a bill that would reduce improper Social Security payouts to the deceased, consistent with our recommendations. This was later included as a provision in the 2020 omnibus spending bill.



Free Trade and Free Markets

- The U.S. launched an **economic dialogue with Taiwan**, a move first suggested and advocated for by Heritage.
- Heritage's support for the final **U.S.-Mexico-Canada Agreement**, and Vice President Pence's appearance at Heritage to speak about the agreement, helped ensure its passage in Congress.
- As Heritage urged, the Trump administration concluded phase one of a **free trade agreement with Japan**.
- On an episode of **"The Joe Rogan Experience,"** Whole Foods Market's CEO John Mackey cited Heritage's "Index of Economic Freedom" as he argued for the superiority of free markets and explained that Scandinavian countries are not really an example of socialism, but of capitalism.

critical race theory, whether to talk to an employer, a teacher, a neighbor, or a legislator.

Our Oct. 25 **"Heritage Explains"** podcast, "How Critical Race Theory is Dividing America," was our second most popular of the year.

Heritage's Angeles T. Arredondo Fellow **Mike Gonzalez** exposed identity politics with the book "The Plot to Change America: How Identity Politics Is Dividing the Land of the Free."

We briefed more than **50 coalition partners** on critical race theory and held strategy calls with hundreds of **Heritage Action's Sentinels**.

Our strategy event with the **American Legislative Exchange Council (ALEC)** on critical race theory drew 75 attendees from 15 states, including key state legislators.

The Link to Socialism

Critical race theory is a Marxist framework that rejects equality under law, neutral legal principles, meritocracy, and individual rights. The mainstream media refused to talk about the Marxist roots of Black Lives Matter (BLM) and its rejection of capitalism and the nuclear family.

We laid out the facts for the American people.

In September, Gonzalez was the first to uncover that the Chinese Progressive Association acts as fiscal agent for the Black Futures Lab, a venture of Black Lives Matter cofounder Alicia Garza. He shared his report on the “Sean Hannity Show.”

Another big win: In July, Gonzalez and Heritage Coalition Relations Director Andy Olivastro wrote a scathing op-ed in the New York Post titled “The Agenda of Black Lives Matter Is Far Different From the Slogan.” In it, they highlighted several Marxist proclamations made by BLM on its website, such as “We disrupt the Western-prescribed nuclear family structure.”

The op-ed was by far Heritage’s most read commentary of the year, with **nearly 1 million views** by the end of 2020. Shortly after it was published, there was a plunge in support for BLM, and the organization scrubbed its page of the offending language.

Of course, at Heritage, **leading the fight against socialism is what we do.**

It is the driving force behind nearly every one of our papers, events,

congressional testimonies, op-eds, podcasts, and videos. On social media, where Heritage and The Daily Signal have a combined following of 3 million, we’re waging an information war against socialism. In 2020, we took our activities up a notch, running digital ads against socialism that ran on major cable TV networks. And a paper by Heritage’s Lee Edwards’ (“Three Nations That Tried Socialism and Rejected It”) was the second most read piece on heritage.org in 2020.

Corporate America Goes “Woke”

Corporate America has become a place *of* leftists, *by* leftists, and *for* leftists—with strong weaponry to shut down opposition.

Throughout 2020, we exposed corporations’ efforts to cancel conservative voices. We supported employees who have come under fire for their beliefs. And we outed corporate supporters of Black Lives Matter and its offshoots.

- In June, Heritage President Kay C. James called out Amazon’s reliance on the **Southern Poverty Law Center** to identify and exclude

“*No nation can long thrive that loses faith in its own values, history, and heroes.*”

—President Donald J. Trump
Farewell Address, Jan. 20, 2021



Billboards advertising Heritage Action’s Police Pledge campaign were strategically placed in Dallas, Atlanta, and Times Square, New York City.

“hate groups” from its Amazon Smile charitable donation program.

- We drew attention to **BlackRock CEO Larry Fink** and his firm’s support of leftist environmental, social, and governance policies.
- We gave Daily Signal readers a look at **18 companies**—from Amazon to DoorDash to Tinder—that direct financial support to Black Lives Matter.
- The Daily Signal called out the largest corporate CEO trade association and four



Fortune 50 companies that support BLM.

Restoring Law and Order

State and local officials seemed incapable of stopping the mayhem and riots of 2020. We stepped in to provide a plan of action and timely solutions.

We condemned violent attacks on statues and memorials as not mere vandalism—but an assault on the U.S. itself and our values. As a result of our work, in July, President Trump issued an executive order directing greater protection of federal monuments, memorials, statues, and property.



In summer 2020, we launched an investigative series looking into a growing problem in major cities like Boston, Chicago, and Philadelphia: elected rogue district attorneys who sabotage the rule of law, ignore victims, and raise crime rates. We connected the dots between the violence and riots and the malpractice committed by rogue prosecutors funded by billionaires like George Soros.

We looked at the data on police shootings and encouraged real reform. We made the point that there is no evidence to suggest that America’s local police forces are “systemically racist,”

but that police misconduct must be punished. We called attention to the need to stop manipulation by police unions so that misconduct can be dealt with—not swept under the rug.

Backing the Blue

While Heritage provided the research and arguments against violent protest and defunding the police, Heritage Action put lawmakers on record through its Police Pledge, pro-police rallies across America, and pro-police billboards in Atlanta, Dallas, and New York City.

The **Police Pledge** got citizens and lawmakers on

Heritage Action’s billboards, when combined with local pro-police events and media as part of the Fight for America campaign, helped garner 225,217 signatures on Heritage Action’s Police Pledge.

“That’s how they beat [...] us across the country, saying that we’re talking about defunding the police.”

—President Joe Biden

record as opposing any bill, resolution, or movement that defunds the police. Heritage Action unveiled the pledge at an event in Des Moines, Iowa, with Vice President Mike Pence. The pledge gained **225,217** signatures by the end of 2020, with **500 of them coming from elected officials and candidates.**

Heritage Action’s Police Pledge even contributed to the victories of conservative congressional candidates, such as **Rep. Mariannette Miller-Meeks** of Iowa. Miller-Meeks won her race by six votes after the local police union endorsed her when she publicly signed the Police Pledge.

Righting History

The New York Times’ controversial, Pulitzer Prize-winning publication, the **1619 Project**, rewrites America’s history and slanders our institutions as driven by racism and capitalist “greed.” As of December 2020, elements of the 1619 Project are being taught in more than 4,500 classrooms in all 50 states.

We’ve been fighting the 1619 Project and its curriculum since day one, and in February 2020, we launched the **Restoring Civics Coalition**. This coalition is convincing

parents and teachers to reject inaccurate, anti-American curricula. While President Joe Biden may have disbanded his predecessor’s 1776 Commission and scrambled to hide its final report our coalition is one he can’t touch.

In 2020, our Restoring Civics Coalition doubled to **65** members. These include textbook publishers, education associations, teachers, think tank leaders, community influencers, and Heritage scholars.

Together, we sent revisionist history into retreat.

We forced the New York Times to correct reckless misrepresentations of history and publicly declare 1776 as the nation’s founding. In the face of pressure from Heritage and others, **the 1619 Project’s author, Nikole Hannah-Jones, publicly admitted that “1619” isn’t history—**it’s journalism.

In August, our visiting fellow **Allen Guelzo** discussed the 1619 Project on the popular “Ben Shapiro Show.” Guelzo served as a featured speaker for the **White House Conference on American History**. He was also featured historian on the History Channel’s miniseries on Ulysses S. Grant, which

was watched by more than **3 million viewers.**

President Trump's 1776 Commission included Heritage **Senior Fellow Mike Gonzalez**, Heritage alumni, and a Heritage trustee.

Reaching New Audiences

The Restoring Civics Coalition is an effort of our Edwin J. Feulner Institute. In 2020, we engaged **5 million** Americans with an accurate, pro-American narrative. We analyzed curricula, produced a video debunking the 1619 Project, and trained community influencers—including parents and teachers—to reject “woke” history. We even distributed examples and standards for outstanding civics content (along with a critique of the 1619 Project curriculum) to **1,787 constituents, 27 governors, and 400 congressional staffers** who work on education policies.

The Feulner Institute's webinar series on the 400th anniversary of the Mayflower Compact—celebrating religious liberty, the rule of law, and property rights—was streamed to more than **100 million viewers** of CSPAN's “American History TV.” 📺

HERITAGE MEMBER SPOTLIGHT

Young President's Club Member Jeremy Bautista

Meeet Young President's Club member Jeremy Bautista. He's a conservative living in deep blue California. If that weren't hard enough, he is also the vice president at River City Petroleum—one of the largest privately held distributors of petroleum products on the West Coast.

California has declared war on fossil fuels, but it is Bautista's company that has kept the state moving, fueling the day-to-day operations of millions up and down the West Coast.

Bautista, who was born in California, became a conservative, in part, because of his education. He studied finance at the University of Arizona, then spent years in the private sector dealing with the business end of government bureaucracy.

“Being in business,” says Bautista, “you see how much you pay into the system and how little you get out of it.”

Bautista also credits his conservative outlook to his aunt and uncle, who founded River City Petroleum and are supporters of The Heritage Foundation. They helped him gain an understanding of the morality of conservatism—free of liberal myths.

Through his involvement with Heritage, he is proud to fight the “woke” cancel culture and says he hopes one day, Americans of all stripes can “get back to where we can have a conversation.”



Jeremy Bautista, California native and vice president of River City Petroleum, has kept businesses in his state fueled and running despite California's war on fossil fuels.

*Fighting
for the
Future*

Harnessing Innovation for a Brighter Tomorrow

With the help of our members, Heritage strengthened the free world's defense against the Chinese Communist Party, fought Big Tech's attacks on free speech, and envisioned a future workforce that can weather challenges like COVID-19.

Leading on Tech Issues

Heritage launched the **Center for Technology Policy** in May 2020. Its mission is to provide the conservative, first principles-based leadership that has, until now, been missing on tech-related issues.

The center's launch alone marks a victory. With its new center, Heritage became a prime source for guidance on tech policy for lawmakers, administration officials, corporate leaders, and the public.

Specifically, it established a platform from which Heritage can better combat online censorship.

Case in point: YouTube, which is owned by Google, censored a video produced by The Daily Signal. On our public platforms and in a private meeting with

YouTube's CEO, we made our position abundantly clear:

We will not tolerate censorship and will stand side by side with conservatives to oppose it.

In its first year, the Center for Technology Policy also shaped U.S. policy on various cybersecurity challenges, including fifth-generation (5G) networks, facial recognition, artificial intelligence, foreign-made drones, individual privacy, cyberwarfare, and biotechnologies.

Reforming Section 230:

The Center for Technology Policy published guidance on reforming Section 230 of the Communications Decency Act of 1996. The act protects online content providers from liability, but it is in serious need of more specific language, as it has been used in bad faith by certain internet companies to silence conservative users.

Britain and Huawei:

The U.K. revoked its agreement to give Chinese telecommunications company Huawei access to its 5G network. The move came after consistent urging from Heritage

Your Impact on Emerging Issues

- Heritage guidance on **U.S.-China policy, tech issues, and labor policy** was embraced by Congress and the administration throughout 2020.
- Our new **Center for Technology Policy** is establishing Heritage as a prime source of policy guidance on emerging issues—from cybersecurity policy to fighting Big Tech censorship.
- Our new **China Transparency Project** is compiling and making public need-to-know information about the Chinese Communist Party.
- With our new **Future of Work Initiative**, we're using the principles of free markets, individual liberty, and limited government to shape labor policy decades ahead.

2020 Honors and Awards

The Heritage Foundation dedicated part of its 2020 President's Club Meeting to honoring modern giants of the conservative movement—men and women who have dedicated their lives to the service of the conservative cause:

- Talk radio legend **Rush Limbaugh** and Leadership Institute founder **Morton Blackwell** each received the **Titan of Conservatism Award** for their contributions to the movement and their lasting impact on American public policy.
- **Bob Woodson**, renowned community leader and founder of the Woodson Center, received the **Salvatori Prize for American Citizenship** for his tireless work to improve the lives of Americans through community renewal.
- **Andrea Waitt Carlton**, who leads the AWC Family Foundation, received Heritage's **George Washington Generations Yet Unborn Award** for generously supporting the advancement of America's first principles.
- **Vince Coglianese**, editorial director of The Daily Caller and host of WMAL's "Mornings on the Mall," was recognized with the **Robin and Jocelyn Martin Distinguished Intern Alumni Award**.

“These incredible Americans have all made a lasting impact not only on the conservative movement, but on our nation as whole. They represent the best of America and what any of us can accomplish when we seek both the good of others and the advance of freedom and prosperity across our nation.”

—Heritage President Kay C. James

experts, given that Huawei is used by the Chinese government to collect data on foreign citizens.

Exposing Chinese Spyware in Drones:

We publicly exposed the fact that **80 percent** of the drones sold in the U.S. are produced by a Chinese company and are embedded with spyware that collects sensitive data on the user and on the physical infrastructure of the areas in which they're flown. The drone then sends this information to the Chinese government.

Google and Apple Contact Tracing:

Heritage published a report detailing eight standards and commitments that industry and government should adopt to make COVID-19 contact tracing effective without violating privacy. Google and Apple adopted several of those recommendations.

A Serious Response to China

Tech policy is just one way Heritage combated the multipronged threat of the Chinese Communist Party in 2020. At the beginning of the year, we produced an influential report, **“Assessing Beijing's Power: A Blueprint for the U.S. Response to China Over the Next Decades.”** The Trump administration acted on **32** of its 59 recommendations.

For example, the U.S. ramped up **freedom of navigation operations** in the South China Sea and Taiwan Strait and increased partner maritime capacity—a cornerstone of the Department of Defense’s approach.

After a delay of nearly 15 years, the U.S. made the final arrangements for the sale of **66** advanced F-16s to Taiwan in August.

The U.S. also insisted on the **same level of access** to China that China has to the United States (virtually unlimited).

The U.S. remained in the **World Trade Organization** (WTO) and began working with Japan and the European Union on reforming the WTO.

Via the Committee on Foreign Investment in the United States, the U.S. blocked untrusted foreign companies—such as Chinese companies with a history of producing “harmware” or software with known vulnerabilities—from U.S. investments.

The U.S. issued sanctions against human rights abusers, including the Chinese government.

The China Transparency Project

In 2020, we also launched our China Transparency



Project. This is a collaboration between Heritage and several universities and research organizations to compile and share data on the Chinese Communist Party. We began aggregating and analyzing these data, creating a hub for world-class open-source information that can and will be used by the entire policy community. You can find the project at heritage.org/china-transparency-project.

Taiwan

We are especially proud of our work to strengthen the U.S.-Taiwan relationship. The Trump administration displayed the best policy toward Taiwan in **40 years**. Not only did the administration orchestrate

Heritage’s biweekly podcast, “China Uncovered,” is part of Heritage’s larger China Transparency Project—an effort to shine a light on the actions of the Chinese Communist Party and publicly expose its money trail and agenda across the globe.

“We will not tolerate censorship and will stand side by side with conservatives to oppose it.”

two long-overdue Cabinet-level visits to Taiwan in 2020 (the highest-ranking officials to visit since 1979), it also announced **\$5 billion** in arms sales to Taiwan.

Taking a cue from Heritage, the administration and Congress also supported Taiwan’s participation in international organizations—something we believe the Biden administration is likely to continue.

Rebuilding Our Military

Another way Heritage positioned the U.S. to counter China was by inspiring proposals in the **2021 National Defense Authorization Act**. In 2020, both the Senate and the House armed services committees substantially adopted our recommendations in their versions of the 2021 National Defense Authorization Act.

For example, Congress:

- Increased the number of **F-35s** to be procured in 2021.
- Established an **Indo-Pacific Deterrence Initiative** to respond to the challenges posed by China.
- Began streamlining how the Department of

Defense formally submits reports to Congress.

- Supported the continued presence of American troops in South Korea.

The Future of Work

We quickly recognized that the COVID-19 pandemic would cause major shifts in how work is done and what kinds of work would be possible. We saw a chance for innovation. The left saw a chance for socialism.

As California Gov. Gavin Newsom put it, “There is opportunity for reimagining a progressive era as it pertains to capitalism. We see this as an opportunity to reshape the way we do business and how we govern.”

Not on our watch. We made a series of recommendations for the public, private, and nonprofit sectors to adapt quickly to the new and evolving economy in ways that would benefit workers and strengthen the underlying economic system.

In 2020, we began our new **Future of Work Initiative**. This is a data-driven effort to show lawmakers, administration officials, and the public at large that creating good jobs doesn’t require more government intervention. It requires

cutting existing rules, reforming the tax code, and getting government spending under control. The effort includes sophisticated modeling by Heritage's Center for Data Analysis.

As part of this initiative, we continued to applaud the role of alternative work, such as contracting, freelancing, and gig work. And we helped secure rulemaking changes to increase workers' freedoms and opportunities to be their own bosses.

Heritage scholars were in contact with and provided advice to staff members at the Department of Labor as they wrote and finalized a rule clarifying the definition of "independent contractor" under the **Fair Labor Standards Act**.

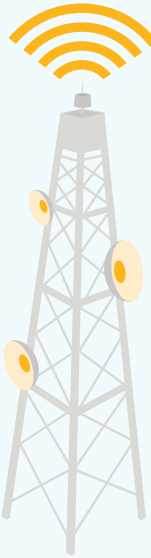
The Republican Study Committee's "**American Worker Task Force**" report included dozens of Heritage recommendations, including the adoption of Heritage Social Security Disability Insurance program reform proposals, nearly verbatim, as well as Heritage education, labor, and welfare proposals.

In 2021, look for a new Heritage book examining 10 areas critical to the future of work, including government barriers to work. 📖

2020 IMPACT

Tech

- The U.S. Court of Appeals for the D.C. Circuit upheld the **Federal Communications Commission's repeal of intrusive net neutrality regulations**—something Heritage wrote on extensively.
- Our experts warned U.K. and U.S. government officials of the dangers of allowing the state-owned Chinese company **Huawei** to become involved in new 5G networks. Both the U.K. and the U.S. took steps to oust China from their 5G plans.
- Google and Apple updated their rules for developers of **COVID-19 contact tracing apps** to include several of the most important standards for protecting privacy listed in a report by Heritage's Center for Technology Policy.



Energy & Environment

- **The Council on Environmental Quality** revised its implementation of the National Environmental Policy Act so that it no longer needlessly impedes infrastructure development.
- The Environmental Protection Agency (EPA) and the Department of Transportation **revised Obama-era fuel economy standards** to significantly improve them, reforms Heritage had advocated for.
- President Trump signed the **Great American Outdoors Act** into law. The bill takes an important step toward addressing the maintenance backlog in America's parks.
- The EPA issued its final **Clean Air Act Cost-Benefit Rule**. Heritage was actively engaged on the rule, holding working groups with allies, speaking at an EPA public hearing, and hosting EPA Administrator Andrew Wheeler to announce the rule.

*Fighting
for the
Next
Generation*

Equipping America's Rising Leaders

The architects of America's future are among us today. They're the rising leaders who took part in The Heritage Foundation's Young Leaders Program in record numbers in 2020. Thanks to the ardent support of our members, our premier training and education program for young people grew larger and more effective, even while facing a worldwide pandemic.

From Interns to The Academy

In the spring of 2020, as internships and fellowship programs across the country shut down, we found a way to continue to build and educate the conservative movement.

Although we had to send our spring interns home early and cancel our summer intern program, we launched a *new* program that kept everyone engaged with Heritage: **The Academy**. The online Academy allowed us to continue hosting interns throughout 2020 and inspire and educate other future leaders.

The Academy is an online learning program open to

people of all ages who are interested in intellectual formation and conservative principles. Whereas we can accept only 60 or so interns in our traditional intern program, The Academy allowed us to reach some **400** people, the vast majority of whom were college students, graduate students, high schoolers, Heritage interns, and young professionals.

Because the online Academy did not require travel to Washington, D.C., or as much of a time commitment, it gave young people who were on the fence about conservatism a chance to test drive our ideas.

This meant that our Academy fellows were more diverse ideologically: **44** identified as moderate, **29** as libertarian, **14** as liberals, and—amazingly—**three** socialists even expressed interest in the program.

Our results are impressive. Many of our Academy fellows changed their positions after involvement in the program's lectures and discussion groups, delving into policy, history, economics, and political thought.

Your Impact on the Future of the Movement

- **400+ fellows** from across the country and around the world took part in Heritage's new Academy online fellowship program in 2020, including college students, graduates students, and high school students.
- **Fellows weren't just hard-core conservatives**—they included moderates and even some left-leaning college and graduate students.
- **95 percent** of Academy fellows told us they'd consider pursuing a career in the conservative movement.
- **99 percent** of fellows told us they were committed to "building an America where freedom, opportunity, prosperity, and civil society flourish."

Leaving a Legacy of Freedom

Husband and wife Bernabe Loret de Mola and Yvonne Conde may have followed different paths to America, but their hearts arrived in the same place: filled with a profound love for America and a deep concern over where it may be heading.

Bernabe, or “Barney” as he is known to friends, was born in Cuba but attended boarding school in the United States from a young age. When he was 15, he and his mother left Cuba for good and immigrated to New York City. While a student at City College of New York, he admits being exposed to the socialist sentiments pervasive on so many college campuses during the 1950s. Later, as Barney made his own way through medical school, he started to understand how taking self-sufficiency away from people is problematic to a free society. Barney was eventually drafted into the Navy, where he served as a doctor during the Vietnam War, an experience that further reinforced a shift toward a more conservative worldview.

Yvonne, also born in Cuba, took a more perilous route to the United States as a minor evacuated through Operation Pedro Pan. Like many families who were initially supportive of Castro’s fight against the previous regime’s corruption, her family soon realized this was a pretense for a hard-line communist regime. Everyone’s movements were monitored. Personal property was seized. Severe food shortages became the norm. Seemingly overnight, they found themselves living in a dystopian communist nightmare.

When Barney and Yvonne are asked what most concerns them both today, their answer is immediate and passionately unified: the loss of freedom of expression.



Heritage Legacy Society members Barney Loret de Mola and Yvonne Conde pose in front of the Liberty Bell on a visit to Independence Hall in Philadelphia.

“We are seeing our freedom of expression eroded, and this is truly scary to me,” says Yvonne. “Freedom is why I came to this country! And when this freedom is gone, what will we lose next?”

It was Yvonne and Barney’s love for America—and concern for its future—that led them to include a provision for Heritage in their estate plans and become members of our Heritage Legacy Society.

“I want Heritage’s light and ideas to keep shining for future generations,” says Yvonne. “We believe America’s ideals must continue. When we’re no longer on this Earth, it’s important for us to know what we’ve left will be put to good use.”

In exit surveys, **95 percent** of fellows said that they would consider pursuing a career in the conservative movement.

Moreover, **99 percent** said they were committed to “building an America where freedom, opportunity, prosperity, and civil society flourish.”

Hands-on Experience

Interns and Academy fellows worked directly with our experts to develop everything from speeches to Daily Signal articles. But there’s no better example of hands-on learning than the Academy’s Capstone Projects. Fellows researched and developed actionable, innovative solutions to current policy challenges of their choosing.

Our best Capstone Projects of 2020 included:

- Recommendations for **improving rapid DNA testing** on the U.S. southern border, aimed at preventing sex trafficking and human smuggling.
- Solutions to combat public schools’ indoctrination of children with leftist ideals on gender identity, sexuality, and history—and an alternative curriculum based on

human dignity, virtue, and biological truth.

- Recommendations for American universities to combat China’s use of Chinese students studying in the U.S. to illicitly gather U.S. intellectual property.
- A plan for a new think tank that monitors the state of religious liberty in the U.S. and trains religious leaders and community leaders to defend their rights.

Broadening the Movement

In 2020, our work to expand the conservative movement and reach new audiences resulted in a strong uptick in the number of participants from minority-serving institutions: **Historically Black Colleges and Universities, Asian American- and Pacific Islander-serving** institutions, and **Hispanic-serving** institutions.

We made connections with **85** individuals at **65** different minority-serving institutions, where we promoted Heritage through career fairs, campus talks, mailings, and campus liaisons. **Seventy-eight** of those connections resulted in applications to The Academy.

“My internship was foundational for me in sorting out my career path post-graduation. I didn’t know where I would end up in the conservative movement, but I knew I wanted to be engaged in the fight.”

—Peter Redpath
The Federalist Society



Darius Franklin (left) and Abigail Klare (right) were among the Academy fellows who participated in the 2020 President's Club Meeting.

We made sure The Heritage Foundation was known on every campus. In 2020, we reached **46,000** students via:

- **13** career fairs
- **19** webinars
- **6** conferences
- **15** student briefings
- **5** alumni “reunions”

In 2020, we placed a special emphasis on reaching college- and high school-aged students with the truth about America’s founding. Heritage historians and scholars conducted more than **100** lectures and policy briefings at premier colleges and universities.

We’re also making impressive inroads among professors and academics. In 2020, our Scholars Working Group of

25 conservative professors and academics supported one another in defense of academic freedom on campus. We forged new relationships with intellectual elites at Harvard University, the University of Notre Dame, the University of Pennsylvania, and Columbia University.

Meet Our Alumni

What do D.C. Circuit Court Judge Neomi Rao, the Federalist Society’s Peter Redpath, and radio host Vince Coglianese have in common?

They’re all former Heritage interns. More and more, the Young Leaders Program serves as a starting line for influential conservatives.

In 2020, our alumni network grew to more than **5,000**. You can find **1,147** of these alumni, and see what they’re doing now, on The Heritage Foundation Official Intern Alumni Network on LinkedIn.com.

Here’s an update on some of our alumni.

Vince Coglianese, host of WMAL’s popular radio show “Mornings on the Mall” and Daily Caller editorial director, received Heritage’s Robin and Jocelyn Martin Distinguished Intern Alumni Award in 2020. The

award recognizes former Heritage interns who have gone on to successful careers in government, academia, public policy, or the private sector.

Marjorie Dannenfelser, an intern in 1986 who is now the president of the pro-life Susan B. Anthony List, celebrated the new constitutionalist majority on the Supreme Court.

Peter Redpath, who interned in 1998, now leads the Federalist Society's student division and is educating young people on the Electoral College, constitutional originalism, and other important topics.

Neomi Rao, an intern in 1997, continues to uphold the rule of law and the Constitution as a judge on the U.S. Court of Appeals for the District of Columbia.

Julian Hoyos and **Ivonne Mieles**, from Heritage's two 2020 Academy classes, co-founded a conservative policy think tank that promotes liberty-minded reforms in Colombia and Ecuador.

Eduardo Dibos, a 2020 Academy alumnus, now leads a chapter of the Leadership Institute in Peru, equipping young conservatives in his country to win elections and defeat the rising popularity of socialism. 🇵🇪

2020 IMPACT

Education

- As Heritage urged, **Oklahoma** used a portion of funding allocated through the **CARES Act** to provide ESA-style accounts to families. Heritage supported a similar effort in South Carolina that resulted in the state moving to make its CARES funds portable.
- In August, more than **1,700 people registered for Heritage's virtual summit Protecting Children in Education** to strategize against explicit K-12 sexual education materials in America's schools.
- The White House released an executive order permitting Community Service Block Grant funds to be used for **ESA-style options by families** that don't have access to in-person learning.
- Heritage staff and alumni contributed to the president's **1776 Commission** and pivotal 1776 Commission Report, one of President Trump's final actions in office.
- In February, the **Wisconsin General Assembly** took a cue from Heritage and **passed a campus free speech bill** that imposes mandatory disciplinary sanctions against students who violate free speech guidelines.



Welfare

- In March 2020, the Trump administration issued a proposed regulation calling for **a new and more accurate measure of poverty**, consistent with Heritage's long-standing recommendations.
- Congress and the Trump administration adopted Heritage's policy prescription that welfare relief during the COVID-19 pandemic be **targeted and temporary**.

Named Interns

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Joseph Buzzetti
*University of Miami
(Coral Gables)*

Luis Cornelio
City College of New York

Nickolas Gonzalez
Florida International University

Brady Marzen
Georgetown University

Sabrina Rosell
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Sarah Williams
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University of Albany

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Audrey Pederson
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University of Texas, San Antonio

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Rose Laoutaris
American University

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The Catholic University of America

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Daily Signal Articles Written by Our Interns and Fellows

In 2020, more than 20 Young Leaders Program participants teamed up with Heritage experts to research and write stories for The Daily Signal. These included:

“Dreading Thanksgiving Conversations? Keep These 3 Points in Mind for a Civil Discussion”

“3 Quotes From Founding Fathers Remind Us Why We Are a Constitutional Republic (Not a Democracy)”

“How Beijing Is Threatening Hong Kong’s Status as Global Financial Center”

“How the UK and US Can Stand Up to China Together”

“Civil Society Can Usher in a New Era of Education”

“What Peru Got Wrong in Its Response to the Coronavirus”

“Fed Up With Tech Platforms’ Censorship? Here Are 3 Free Speech Upstarts”

*Fighting
for You*



Heritage Honors Our Members

Heritage members aren't known for backing down from a challenge.

Even amid the uncertainty and anxiety of COVID-19 and nationwide riots, you stayed deeply involved with The Heritage Foundation. You took our calls, opened our emails, responded to our letters, attended our events, and made generous contributions and transformational gifts.

You saw that public health and constitutional freedoms were in danger, and **you stepped forward to lead.**

By the end of the year, and amid the most contentious election in American history, you and fellow members of the Heritage family had given \$66 million.

Every cent we receive is used strategically, purposefully, and in accordance with your wishes. In 2020, you stepped up to incredible challenges—making possible Heritage's efforts to defend election integrity, shape America's response to COVID-19, and speak on behalf of religious liberty, free speech, the Second Amendment, and much, much more.

The Show Must Go On

Our virtual events, exclusively for Heritage members, kept us all connected.

- Virtual **Leadership Conference**
- Virtual **Summer Series**
- Virtual **President's Club Meeting**

So That Future Generations May Live in Freedom

Our Founding Fathers sacrificed their lives, their fortunes, and their sacred honor to secure the freedoms Americans enjoy today, but they understood that the solemn duty of preserving them would ultimately rest on future generations.

Members of our Heritage Legacy Society—modern-day patriots who have remembered Heritage in their wills, trusts, or other planned gifts—are helping safeguard our founders’ vision for America so that our children and grandchildren can flourish in a nation built on freedom, opportunity, and civil society.

The Heritage Legacy Society is honored to welcome these new members in 2020.

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Sixteen Heritage Legacy Society members wish to remain anonymous.

“The people
 are the only
 sure reliance
 for the
 preservation
 of our liberty.”

—Thomas
 Jefferson

With Gratitude

We honor the memory of those Heritage Legacy Society members whose gifts we received in 2020.

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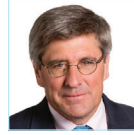
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The Heritage Foundation's Policy Centers

THE INSTITUTE FOR CONSTITUTIONAL GOVERNMENT

The Institute for Constitutional Government fights to protect and preserve the American Constitution, the fundamental document that translates the principles of the Founding into a framework of limited government that is central to the American way of life. The institute is focused on stopping and reversing the leftist trend of concentrating more and more power in Washington and on ensuring the continuation of American freedom.



THE INSTITUTE FOR ECONOMIC FREEDOM

The Institute for Economic Freedom works to advance the Heritage mission on the economic front. Its impressive team of economists fight to expand economic freedom and opportunity to all Americans by aggressively promoting free markets, low taxes, individual liberty, and limited government. Through data-driven analyses, the institute makes clear that creating good jobs and spreading prosperity don't require more government intervention but, instead, call for cutting existing rules, reforming the tax code, and getting government spending under control.



THE KATHRYN AND SHELBY CULLOM DAVIS INSTITUTE FOR NATIONAL SECURITY AND FOREIGN POLICY

The Davis Institute is Heritage's primary source for research and analysis dealing with foreign policy, homeland security, trade, counterterrorism, cybersecurity, military readiness, technology, immigration, and border security. Scholars develop policy, regularly testify before Congress, and offer expert commentary and analysis on major media platforms to promote and protect America, as well as America's allies and interests worldwide.



THE INSTITUTE FOR FAMILY, COMMUNITY, AND OPPORTUNITY

The Institute for Family, Community, and Opportunity seeks to strengthen our country and fight for future generations of Americans by investing in the most basic building block of society: the family. The institute's team of experts do this through their work advancing religious freedom, marriage, and life; promoting child-centered education reform through parental choice; and advocating for work-based welfare reform to help break cycles of intergenerational poverty.



THE EDWIN J. FEULNER INSTITUTE

The Edwin J. Feulner Institute works to address the mounting problems facing America in the modern age by restoring our founding ideals. The Feulner Institute works to restore Americans' confidence in the American ideal and in the role of our culture and political system. The institute is expanding the reach of The Heritage Foundation and promoting our policies and strategic messages to all Americans, especially traditionally nonconservative audiences, by training community influencers, restoring civics education, and supporting conservative academics.



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Sixty-four Associates have asked to remain anonymous.

- Heritage provided messaging and guidance on **three victorious religious liberty cases** at the Supreme Court:
 - ➔ In *Little Sisters of the Poor v. Commonwealth of Pennsylvania*, the court ruled that the administration has the authority to protect the religious liberty of the Little Sisters from Obamacare’s birth control mandate.
 - ➔ In *Espinoza v. Montana Department of Revenue*, the court ruled that the state of Montana could not deny state aid to parents who send their children to private religious schools.
 - ➔ In *Our Lady of Guadalupe School v. Morrissey-Berru*, the court ruled that the “ministerial exception” provides broad protections for religious schools to make staffing decisions for themselves that are based on their own religious criteria.
- Heritage inspired a bill in the Idaho House of Representatives that **bans men claiming to be transgender from participating in women’s sports**.
- Heritage’s ideas were reflected in California Rep. Doug LaMalfa’s **Protecting Children from Experimentation Act**, which bans sex reassignment treatments for children.
- Heritage influenced a final rule by the administration encouraging the **full and equal participation of religious organizations** as federal contractors.
- We influenced **two final Department of Health and Human Services rules** that reduce regulatory compliance burdens, protect religious liberty, and eliminate confusion around non-discrimination policy.



2020 Financial Statements

STATEMENT OF FINANCIAL POSITION*

As of December 31, 2020

Assets

Cash and cash equivalents	\$9,118,156
Receivables	5,629,525
Prepayments and other assets	2,139,198
Total current assets	16,886,879
Investments	266,186,660
Receivables, net	2,957,123
Property and equipment, net	92,825,388
Total long-term assets	361,969,171
TOTAL ASSETS	\$378,856,050

Liabilities and Net Assets

Accounts payable and accrued expenses	\$9,526,478
Notes payable	412,269
Total current liabilities	9,938,747
Notes payable	27,924,342
Deferred obligations and planned gifts	11,845,331
Total long-term liabilities	39,769,673
TOTAL LIABILITIES	49,708,420
Without donor restrictions:	
Board designated	135,626,523
Undesignated	102,685,179
Total without donor restrictions	238,311,702
With donor restrictions	90,835,928
Total net assets	329,147,630
TOTAL LIABILITIES AND NET ASSETS	\$378,856,050

*Preliminary results—final audited financial statements will be available on or after July 31, 2021.

STATEMENT OF ACTIVITIES*

Year ended December 31, 2020

Operating Revenues

Contributions:	
Individuals	\$51,007,594
Foundations	13,663,933
Corporations	1,658,244
Total operating contributions	66,329,771
Investment withdrawal	8,931,673
Program revenue	118,462
Rental and other income	1,348,235
Total other operating income	10,398,370
TOTAL OPERATING REVENUES	\$76,728,141

Operating Expenses

Research	\$26,619,498
Education	24,644,218
Media and government relations	8,766,100
Total program services	60,029,816
Fundraising	13,265,832
Management and general	1,582,263
Total supporting services	14,848,095
TOTAL OPERATING EXPENSES	74,877,911
NET GAIN FROM OPERATIONS	1,850,230

Non-Operating Activities

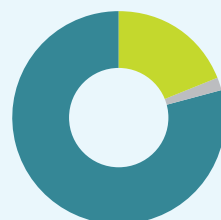
+ Restricted contributions	2,479,037
+ Net investment gain	19,763,006
(-) Depreciation	3,453,331
(-) Interest expense	596,206
(-) Investment withdrawal	8,931,673
(-) Change in restricted net assets	3,460,266
TOTAL NON-OPERATING ACTIVITIES	5,800,567
CHANGE IN NET ASSETS	7,650,797
NET ASSETS—Beginning of year	321,496,833
NET ASSETS—End of year	\$329,147,630

2020 OPERATING REVENUES



86% Contributions
14% Program Revenue and Other Income

2020 OPERATING EXPENSES



18% Fundraising
2% Management and General
80% Programs



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*As of December 31, 2020

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—*“The Reckoning of Ronald Reagan,” American Greatness, Jan. 28, 2021*

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